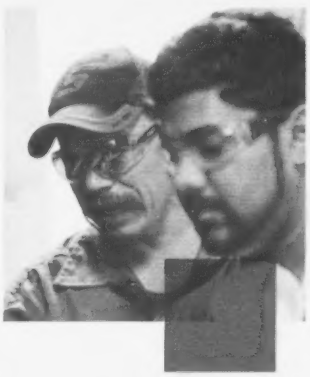
REPORT ON
PERFORMANCE
2010 – 2012



BUILDING AND EDUCATING TOMORROW'S WORKFORCE

Building and Educating
Tomorrow's Workforce

Alberta Government

INTRODUCTION

ACHIEVEMENTS

In the past two years, Alberta has made great strides in building and educating its workforce. Alberta is closer to its long-term labour force development goals: more workers, better trained workers and innovative workplaces.

To accomplish this, the Government of Alberta has worked to develop partnerships, promote collaboration, share best practices and showcase innovation through the *Building and Educating Tomorrow's Workforce* (BETW) strategy. Areas of significant progress include:

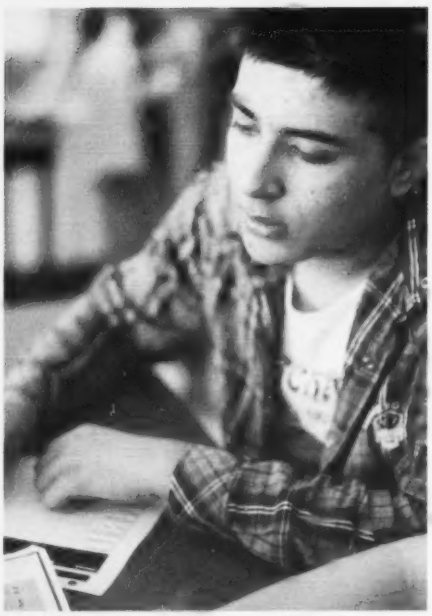
- Filling information gaps – Providing better information to students and to employers, including better information on career options and better information on strategic workforce planning
- Attracting new immigrants – Encouraging immigrants to come to Alberta and supporting them with opportunities for language and employment training
- Increasing labour mobility – Working with other provinces and governments to remove barriers to mobility
- Increasing accessibility of secondary and post-secondary education – Developing new programs to support completion of secondary school and increasing accessibility and affordability of post-secondary education
- Increasing employment of underutilized talent – Working with partners to better connect untapped and underdeveloped pools of labour with job opportunities
- Addressing demographic challenges – Supporting best practices to engage workers in the workforce, from youth to mature workers and seniors
- Facilitating partnerships – Working with employers, industry, educators, labour, professional organizations, the non-profit sector and other governments to develop Alberta's workforce and workplaces

This document, *BETW Report on Performance*, reports on these achievements over the April 1, 2010 to March 31, 2012 period. The achievements represent initiatives that:

- showcase innovation
- build on partnerships
- promote collaboration
- share/promote best practices
- target under-represented groups
- demonstrate a significant degree of impact in addressing labour force issues
- align with government priorities

The *BETW Report on Performance* also identifies actions that government will undertake next year and provides an overview of the performance measures used to assess how successful the province has been in meeting its long-term goals. More information is available in the section on performance measures, starting on page 28.

BACKGROUND



In 2006, the Government of Alberta released *Building and Educating Tomorrow's Workforce* (BETW). The strategy outlines 17 actions to address labour force development through four themes: Inform, Attract, Develop and Retain.

Under BETW, each ministry identifies specific labour force actions and initiatives, with funding allocated through ministry budgets based on provincial priorities. These funds are used strategically to build on and improve provincial initiatives such as those for apprenticeship and community employment. Other funding permits the creation of new programs and initiatives, such as virtual job fairs, collaborations with industry that increase the number of people with trade skills and labour market forecasting publications.

Almost every provincial government ministry is essential to the success of BETW, including the following:

- Executive Council
- Aboriginal Relations
- Agriculture and Rural Development
- Culture
- Education
- Energy
- Enterprise and Advanced Education
- Health
- Human Services
- Infrastructure
- International and Intergovernmental Relations
- Treasury Board and Finance

The BETW strategy, along with companion and reporting documents developed since its release, are available at **www.eae.alberta.ca/betw**.

ACRONYM GLOSSARY

Aboriginal Relations (AR)
Agriculture and Rural Development (ARD)
Enterprise and Advanced Education (EAE)
Human Services (HS)
International and Intergovernmental Relations (IIR)

INFORM

Goal: Albertans and stakeholders have increased access to current, accurate and relevant education, career, workplace and labour market information needed to make informed education, career, workplace and labour market decisions.

HIGHLIGHTS

- Provided estimates regarding the future demand for employment within Alberta's three oil sands areas by developing *Comprehensive Regional Infrastructure Sustainability Plans*. (Energy)
- Connected with displaced workers and families impacted by the 2011 Slave Lake wildfire. (HS)
- Engaged in approximately 900 *Learning Clicks* presentations reaching more than 22,000 youth, parents, teachers and counselors annually, including 120 presentations to Treaties 6, 7, 8, Métis Settlements and urban Aboriginal communities. (Education)

- **Piloted a collaborative information project specific to Southeast Alberta** as a center for regional economic growth, gathering regional demographic, economic and labour market information. Project partners included the Economic Development Alliance of Southeast Alberta, the City of Medicine Hat, the Medicine Hat and District Chamber of Commerce and the Community Foundation of Medicine Hat. The report is accessible online at: **http://edalliance.ca**. (HS)
- **Provided estimates regarding the future demand for employment within Alberta's three oil sands areas.** *Comprehensive Regional Infrastructure Sustainability Plans* (CRISPs) for Alberta's three oil sands areas were developed and present a new long-term approach to infrastructure planning based on future population growth and oil sands production. (Energy)
- **Connected Employment Insurance (EI) recipients to jobs and services provided by provincial Alberta Works Centres,** by providing promotional materials on employer recruitment sessions and job fairs through email notifications. (HS)
- **Developed new health workforce models,** including the Family Physician Demand Model, the Registered Nurse and Licensed Practical Nurse Supply Model and the Registered Nurse and Licensed Practical Nurse Inpatient Demand Model. The models were developed in partnership with Alberta Health Services to help with the sector's workforce planning and forecasting. (Health)
- **Used social media to engage job seekers at the regional level.** Launched Facebook pages in Central Alberta, Fort McMurray, Lethbridge, Calgary and Edmonton; and created a provincial Aboriginal Facebook page. Calgary is also piloting the use of Twitter. These social media sites contain over 4,500 Facebook users and Twitter followers worldwide (**http://humanservices.alberta.ca/socialmedia**).
  - Job seekers are using the social media sites to post questions, share job leads, learn about job opportunities and find out about upcoming job fairs.
  - Employers are using the social media sites to post job leads, find out about upcoming job fairs and register for upcoming informative employer workshops.
  - Contractors are using the social media sites to promote Government of Alberta-funded training programs and career workshops, as well as their client success stories. (HS)
- **Assumed the role as a provincial co-chair for the Forum of Labour Market Ministers** (FLMM) for a 2-year term starting April 2011. The forum brings all provinces, territories, and the federal government together to explore labour market development-related issues, including foreign qualifications recognition, labour mobility, labour market information, workforce development and effective employment services. More information on the FLMM can be found at: **www.flmm-fmmt.ca.** (HS)
- **Provided career and employment services over two years to 3.1 million inquiries[1] about career planning, work search and skills training** through the 53 Alberta Works Centres across the province (**http://humanservices.alberta.ca/awoffices**). Highlights included:
  - Hosted over 120 career and job fairs across the province annually. Participants included over 1,300 employers and 24,700 job seekers.
  - Led a provincial virtual job fair with Flint Energy in 2011, involving 39 Alberta Works Centres and 1,700 job seekers.
  - Created Discovery Day events throughout Central Region in response to industry demands – 1 to 5 days in length – to promote career planning within specific industries for youth and unemployed Albertans. Short term training or certification was included as well as hands-on experience and employer interaction.

[1] *1.2 million in 2010/2011 and 1.9 million in 2011/2012. Human Services.*

- Developed industry-led Career Expo and Try-A-Trade events in Central Alberta that attracted thousands of youth and other job seekers to experience the trades through interactive demonstrations and games. Partnered with industry associations, other departments and post-secondary institutions as well as employers.
- Hosted a grand opening of the Edmonton Northgate office 2010 in conjunction with a job fair. Presentations were made by employers, organizations, industry representatives and school administrators. 1,850 job seekers attended and saw the launch of the Building Alberta's Workforce video: **www.humanservices.alberta.ca/media/building-abs-workforce.wmv**.
- Responded to 27,000 public telephone inquiries through The Career Information Hotline (1-800-661-3753) and provided free e-resume services to over 3,800 individuals.
- Responded to over 166,000 public telephone and email inquiries concerning student funding from government-sponsored student loan and grant programs (1-855-606-2096), as well as Alberta Works Income Support.
- Responded to over 7,000 calls annually from employers and potential employers on behalf of The Business Link (1-800-272-9675), addressing questions on business start-up, financing, marketing, training and business planning. (HS)

> "We had 48 people attend the event and Walmart hired 28 of them. The day was far better than anything that we could have expected and we would definitely be interested in another event in the future as we never get that chance to interview or hire that many people in a day at the store."
>
> Susan Merritt, Human Resources, Walmart
> Medicine Hat, November 9, 2011

> "36 people attended the event and 18 staff were hired. The day could not really have gone any better. I was able to hire all of the remaining staff that we needed for the store opening and the space was great. I also really appreciate the way that it was set up as all I had to do was call names and interview people."
>
> Store Manager, Marble Slab Creamery
> Medicine Hat, August 25, 2011

- **Improved the Alberta Learning Information Service (ALIS) website**, which houses information and tools on career, education and employment planning. From April 1, 2010 to March 31, 2012, ALIS attracted over 7.9 million visitor sessions (**www.alis.alberta.ca**).
  - Developed an online, interactive career planning tool on ALIS that enables people to explore and compare occupations based on personal values, skills, interests and work preferences, and to develop an action plan for their future (**www.alis.alberta.ca/careerinsite**).
  - Posted interactive Alberta occupational information on ALIS.
    - Videos of Alberta occupations (also posted on YouTube).
    - Profiles on new and emerging Alberta occupations (EAE, HS).

- **Developed new labour market information tools (www.eae.alberta.ca/lmi).**
  - The Occupational Demand and Supply Outlook projects labour imbalances in different occupations in Alberta between 2011 and 2021.
  - Developed profiles of Alberta industries.
  - Identified labour force characteristics for women, youth, immigrants, Aboriginal people and workers aged 45 and over. (EAE)
- **Developed human resource tools for the agriculture sector** on the *Ropin' the Web* website in 2010 (**www.agric.gov.ab.ca/app21/infopage**). In 2011, there were 121 visits and 200 views on the website. (ARD)
- **Connected with displaced workers and families impacted by the 2011 Slave Lake wildfire.**
  - Relief funds were dispersed to over 14,000 residents who were provided assistance and support to relocate and find new work. The mobile Careers In Motion van delivered employment services to residents as well as information on Alberta Works services, Red Cross services and Alberta housing for displaced families.
  - 589 employers and contractors in the Slave Lake area were quickly targeted to list jobs and staffing needs including wildfire cleanup and deconstruction as well as available worker accommodations. (HS)

> "When the Business and Industry Liaison staff all went around Town and stopped in at every business to see how they were doing with getting their employees back and to check if they needed job ads posted, we got a lot of people saying what a great service that was and they thanked us for stopping in. Also, the owner of Bullitproof Construction Ltd. thanked us for putting up his job ads and distributing them across the region and also giving his ads to people across Canada who called in to see if there was work in Slave Lake. When I talked to him a couple of months later to see if he still wanted the ad posted, he said yes and that he had hired about 30 people since we first started doing the advertising."
>
> Jerry McIntosh, Business and Industry Liaison,
> Human Services, Slave Lake

> "When people returned home, they had one stop shopping for services they required. Evacuees were appreciative of the services they could access. Some were not ready for employment services on their first visit, but did return to access the Careers in Motion mobile career and employment service. Staff were amazing in setting up a job board where job seekers and employers could connect.
>
> We were also responsible for issuing the wildfire relief fund. This was only part of our role and once evacuees received their funds, they did access services. This was the positive feedback I received – they came for one thing and accessed many other services."
>
> Tina Mellroy, Supervisor
> Human Services, Slave Lake

- **Held Employer Connections events** at Alberta Works Centres in the province. Over 9,000 job seekers and career changers met 300 employers face-to-face.
  - Employer Connections events for Medicine Hat's new Cheesecake Café resulted in hiring approximately 60 people; and the Brooks' new NoFrills supermarket confirmed 64 employment offers at their event. (HS)
- **Partnered with the Suncor Energy Foundation and the Association of Professional Engineers and Geoscientists of Alberta and numerous industry and community partners to deliver *Science Happens Here*,** a youth focused program to increase awareness of science and profile science careers. Approximately 1,000 youth participated in this program in 2010. (HS)

> "We are pleased with the results from our event held October 24 and 25 and were successful in finding red-seal chefs, kitchen staff, management staff and more."
>
> Aimee Rosem, Cheesecake Café
> Medicine Hat, October 2012

Employer Connection Event:
JV Driver was recruiting 100-200 positions in various occupations

> "The Employer Connection event held in the communities of Bonnyville and Cold Lake was a great opportunity for us to interact with the community, provide information regarding work opportunities and have the chance to meet with potential candidates on a one-on-one basis. The virtual connection with Medicine Hat and Lethbridge Alberta Works Centres was an instant success and allowed us to connect with candidates in Southern Alberta. The use of technology worked exceptionally well. The staff at Alberta Works was extremely helpful and went above and beyond to help us organize the event. We had a fantastic turnout and the feedback I received from employees we hired was very positive."
>
> Holly Sponagle, Human Resources Advisor
> JV Driver Projects

- **Supported two Local Opportunity Centres and one Business Incubation Centre in rural Alberta locations** in partnership with industry to provide labour market information to employers and promote employment of Aboriginal workers in the oil sands. Apprenticeship and Industry Training and Community Careers Cooperative provide services at these centres.
  - The Conklin Local Opportunity Centre was developed in partnership with Statoil, Conoco Phillips and the The Business Link.
  - The Peace River Local Opportunity Centre was developed in partnership with Shell, Baytex, PenWest, Peace River Chamber of Commerce and several Aboriginal communities.
  - The 881 Business Incubation Centre was developed in partnership with the federal government, Statoil, Conoco Phillips and The Business Link to serve needs of businesses and communities along Highway 881 between Lac La Biche and Fort McMurray. (HS)
- **Engaged in approximately 900 *Learning Clicks* presentations** reaching more than 22,000 youth, parents, teachers and counselors annually, including 120 presentations to Treaties 6, 7, 8, Métis Settlements and urban Aboriginal communities (**www.learningclicks.ca**). *Learning Clicks* provides youth with career and educational planning information through ambassador presentations, through the distribution of interactive multimedia tools and through customized workshops for Aboriginal communities across Alberta. (EAE)
- **Facilitated the development of *Success for First Nations, Métis and Inuit Students-Conceptual Collaborative Model*** to serve as a tool for school authorities in FNMI education planning. Another tool, *Successful Transitions for First Nations, Métis and Inuit Students*, was developed to assist schools in successful transitions for FNMI students from kindergarten to post-secondary and into the workforce. Information was provided to provincial and First Nations school authorities regarding training and educational learning opportunities. (Education)
- **Provided 350 Alexander First Nation youth with a range of career services** to assist in making informed education and employment choices, as well as to provide opportunities for work experience and on the job skill development. Through the *Alexander Employment and Labour Services Youth Program*, youth created career maps and personal career portfolios, completed exposure safety training, participated in resume, interview and career planning workshops and participated in a career fair held in the community. Some were placed in employment or work experience. (HS)

> "Thank you and great job at planning this event! It's great to see communities who are actively investing into the future of Aboriginal youth!"
>
> "Great use of passport – an idea that should be passed on to other schools."
>
> "A success, well organized, great flow, friendly staff. The young people were eager and asked a lot of questions with regard to their future and what we can do to help. I also made a lot of contact with different age groups when the booths were open to the general public."
>
> Participants at the Alexander First Nations Career Fair
> Kipohtakaw Education Centre, November 2011

ATTRACT

Goal: Alberta attracts the immigrants and inter-provincial migrants necessary to address labour force needs.

HIGHLIGHTS

- Re-launched the *Immigrate to Alberta* web portal in 2010. (EAE)
- Provided immigrants and regulatory organizations with tools pertaining to foreign qualification recognition. (EAE)
- Organized and marketed an Oil and Gas Virtual Job Expo in 2011, targeting professionals and trades in Alberta, Canada, the U.K., the U.S. and Ireland for employers in the oil and gas sector. (EAE)

- **Re-launched the *Immigrate to Alberta* web portal in 2010 (www.albertacanada.com/immigration)**. The portal features enhanced plain language content, a mobile friendly version and new applications such as an interactive map of Alberta. In addition, it features a newcomer services search tool, allowing people to search for training and employment information in regions across the province and information on the requirements to become licensed, certified or registered to work in regulated occupations in Alberta. The portal has received close to four million visits since its initial launch in November 2007 and continues to average one million visits per year. (EAE)

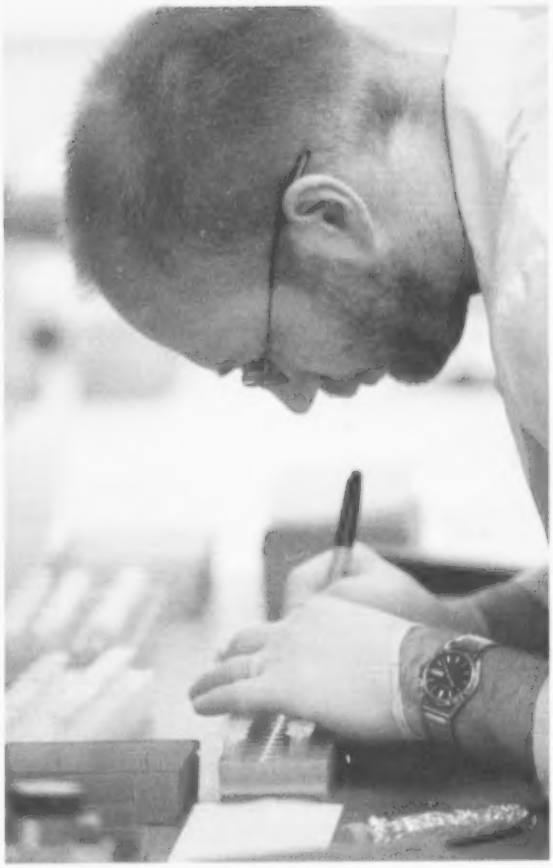
- **Provided immigrants and regulatory organizations with tools pertaining to foreign qualification recognition.**
  - Developed 65 fact sheets that clearly outline the requirements for internationally trained workers to become licensed, certified or registered to work in a regulated occupation in Alberta. These fact sheets were developed by government in collaboration with professional regulatory organizations and are available on the Immigrate to Alberta web portal at: **www.albertacanada.com/immigration/working/occupations.aspx**.
  - Delivered eight information workshops on evaluating foreign credentials to over 150 individuals from 33 post-secondary institutions and professional regulatory organizations.
  - Provided close to $1.9 million for 21 projects to increase Alberta's professional regulatory organizations ability to assess and recognize foreign qualifications. (EAE)
- **Provided financial support to the Immigrant Access Fund (IAF)**, a non-profit society founded in 2005 to give micro loans to assist immigrants in obtaining professional registration, upgrading or training that allows them to work in their field of study and expertise. Since IAF's launch in 2005 to March 31, 2012, government contributed over $1.5 million toward IAF's program delivery and operating costs. (EAE)
- **Between 2006 and 2010, increased the overall number of master's students by 67 per cent and achieved a 75 per cent increase in doctoral students.** In addition to ongoing recruitment activity by Campus Alberta institutions, this was achieved by:
  - Establishing Memorandums of Understanding and ministry-led student recruitment missions in a number of countries including China, India, Mexico and Vietnam.
  - Additional recruitment activity through the Study in Alberta website, the Campus Alberta viewbook and meetings with various foreign delegations visiting the province. (EAE)
- **Launched two international talent attraction initiatives to bring in top tier students from China, India, Brazil and Mexico to undertake internationally recognized research:**
  - Alberta Doctoral Award for Chinese Students was launched in 2012 with four awards given.
  - Mitacs Globalink attracted talented undergraduate students from top tier post-secondary institutions in India, China, Brazil and Mexico, placing them with Alberta researchers. The pilot program was launched in 2011 with 45 students coming from India.

- **Increased the number of international students receiving post-graduation work permits and extensions** with an intended destination of Alberta from 1,025 students in 2006 to 1,493 students in 2010 (a 45 per cent increase within five years).
- **Executed online advertising campaigns using Google Adwords, in priority markets, focused on priority occupations.** This targeted, measurable and controlled web advertising is a cost-effective way to reach thousands of prospective newcomers in Canada and abroad. In 2011, more than 139,304 people clicked through the ads, resulting in more than 5,000 new subscribers to the *Alberta Newcomer Information Subscription Tool*. (EAE)
- **Expanded the *Alberta Immigrant Nominee Program* (AINP) to allow for the nomination of international workers with a broader range of skills for permanent residence.** Between January 2006 and December 2011, 19,285 AINP certificates were issued representing a total of 50,069 people. As well, immigration to Alberta increased from 20,716 in 2006 to 30,941 in 2011. (EAE)
- **Organized and marketed an *Oil and Gas Virtual Job Expo* in 2011**, targeting professionals and trades in Alberta, Canada, the U.K., the U.S. and Ireland for employers in the oil and gas sector. The Expo brought in more than 1,500 unique visitors with 15 employers participating. (EAE)

> "Good on the Alberta government for putting this awesome expo together. It is a great window of opportunity for those of us looking for work. And great on all the companies involved, it shows you care about the growth of Alberta!"
>
> Participant, Alberta Virtual Job Expo, November 2011

- **Implemented changes to Apprenticeship and Industry Training recognition practices for credentials** as a result of the changes to Chapter 7 (Labour Mobility) of the Agreement on Internal Trade. Information on trades credential recognition for Canadians is available at: **www.tradesecrets.gov.ab.ca**. (EAE)

- **Supported labour mobility in Canada** through provisions in the following trade agreements:
  - *Agreement on Internal Trade*'s amendments to strengthen Chapter 7 (Labour Mobility) came into effect in 2009. Provisions now require that workers who are currently certified in a regulated occupation in one Canadian jurisdiction be granted equivalent certification in another jurisdiction without having their training, experience or education reassessed.
  - *New West Partnership Trade Agreement* (NWPTA), which became effective July 1, 2010, was the result of expanding the *Trade, Investment and Labour Mobility Agreement* to become the agreement between British Columbia, Alberta and Saskatchewan. Under NWPTA, workers will not need to go through additional material examinations or training to practice their chosen occupation in either of the other two provices. (EAE, IIR)



DEVELOP

A HIGH PERFORMANCE WORKFORCE

Goal: Albertans gain improved access to the education and training needed to address short-term labour market demands and long-term capacity to respond to future opportunities and challenges.

HIGHLIGHTS

- Increased opportunities for health programming and rural training of physicians through the *Rural Integrated Community Clerkship Program* and *Rural Physician Action Plan*. (Health)
- Implemented the *Career and Technology Studies* program in all high schools by September 2010. (Education)
- Supported initiatives, such as *Helmets to Hardhats*, that make the transition to civilian life easier for Canadian Forces members with military credentials hoping to work in the trades in Alberta. (EAE)
- Released *Connecting the Dots: Aboriginal Workforce and Economic Development in Alberta* in 2010. (EAE)

- **Delivered Job Search Boot Camps, assisting more than 900 Albertans with resume, work search, interview and networking skills.** Job seekers received information from 180 industry professionals and had the opportunity to work with job coaches. Eighty-eight per cent of attendees felt more knowledgeable about effective job search tools after this event and 97 per cent indicated that they had identified next steps to move forward in their work search. (HS)
- **Helped employers and employees in the forest industry who were impacted by the economic downturn** through a range of initiatives. Examples of initiatives included:
  - Developed distance learning modules for worksites to increase skills diversification and reduce company costs; and implemented the *Work Wild* campaign and associated resources to position the forestry sector as a solid career option.
  - Provided training and support to Aboriginal contractors to bid on major contracts in Trout and Peerless Lakes.
  - Provided business stabilization services, thus maintaining 77 full time jobs, 40 part time jobs and 32 seasonal jobs in 2010.
  - Helped forest employees maintain employment by developing specialized skills in reforestation and reclamation, which generated 8,000 days of work and supported four tree nurseries in financial distress. (HS)
- **Supported Maskwacis Employment Centre** in Hobbema to successfully partner with the four bands surrounding Hobbema to work together on employment and training opportunities. Staff provide career and employment services to First Nations people and students in area high schools. The initiative includes a new Employer Liaison who is strengthening connections with local and surrounding industry leaders and employers successfully accessing Aboriginal labour pools. (HS)
- **Partnered with the Wood Buffalo's retail sector to establish the Wood Buffalo Retail Employer Network.** Major partners include Community Futures Wood Buffalo, Regional Municipality of Wood Buffalo Economic Development, Chamber of Commerce and the Retail Council of Canada.
  - The Wood Buffalo Business Development Initiative (**www.wbbdi.ca**) was established by the Network, targeting small and medium-sized businesses. Most recently, WBBDI provided customer service training for front-end staff and train-the-trainer sessions for retail managers to build staffing capacity. Future training will be on best practices for dealing with difficult customers. (HS)

> "Through the combined efforts of our local stakeholders to form the WBBDI, we were able to provide participating business with excellent training opportunities specifically geared toward issues that have been deemed to be some of their biggest challenges. This initiative helped address productivity issues and the need for customer service training."
>
> Jeff Penny, Manager
> Economic Development with the Regional Municipality of Wood Buffalo

- **Encouraged the development of supervisory skills by funding training of employed Albertans in 38 small businesses in Medicine Hat.** Entre-Corp Business Development Centre trained 108 participants and employers contributed to staff wages and travel costs. After training, 57 per cent of participants were promoted to supervisory or management positions with a 100 per cent satisfaction rating from participating employers. (HS)
- **Implemented a Year One Action Plan for the future direction of First Nations, Métis and Inuit (FNMI) education** focusing on three priorities: ensuring students are ready and able to learn; engaging parents and families to support children and youth; and training teachers. The Year One Action Plan Report, which was developed by the FNMI Education Partnership Council with Alberta's FNMI leaders, contains highlights of accomplishments and can be viewed at: **http://education.alberta.ca/teachers/fnmi/projects/partnershipcouncil.aspx**. (AR, Education)
- **Signed a historic tripartite Memorandum of Understanding for First Nations Education in Alberta** in February 2010 with the federal government and Treaties 6, 7 and 8, that aims to improve educational outcomes of First Nations students. As part of the implementation, eight sub-tables of over 100 experts and education stakeholders were formed to examine issues identified in the MOU and to develop reports that outline findings and recommendations. The reports serve to inform the development of a long term strategic plan for restructuring First Nations education in Alberta. (AR, Education)
- **Partnered with Bow Valley College to support implementation of the Reading Benchmark project,** which facilitated common reading assessments for adult educators and learners. Bow Valley College is also implementing a Read Forward tool for 175 participants province-wide and is developing a companion Write Forward tool with federal and provincial government support. (EAE)
- **Increased the journeyperson-to-apprentice supervision ratio to one journeyperson to two apprentices** in 2011 to help mitigate the increased demand for skilled tradespeople in the province. (EAE)
- **Partnered with Literacy Alberta to deliver literacy and essential skills training to Alberta Job Corps participants across the province.**
  - Participants developed their numeracy skills through cooking and also acquired computer skills training, practice with effective oral communication techniques, document use, budgeting and working with others. (HS)
- **Partnered with Syncrude to establish and deliver the *Aboriginal Trades Preparation Program*,** which includes an introduction to various trades, career and life planning, class 7 drivers preparation, safety training and preparation for the GED and the apprenticeship entrance exam. Ninety per cent of participants completing the program are employed within six months. Other partners include Apprenticeship and Industry Training, Rupertsland Institute, Keyano College, Athabasca Tribal Council and their five member First Nations, as well as the communities of Janvier, Conklin and Fort McMurray. (HS)
- **Supported the *Alberta Women Entrepreneurs' Innovative Approaches to Success* conference.** The event was held May 4-6, 2011 with 165 women business owners attending and 100 per cent reporting satisfaction with the event. A panel of human resource experts shared their experiences and labour market intelligence to help build capacity and manage workforce challenges. (HS)

- **Increased opportunities for health programming and rural training of physicians** through the *Health Workforce Action Plan* to fund the *Rural Integrated Community Clerkship Program*. In its four years of operation, over 100 third-year undergraduate medical students have completed an eight-month clinical clerkship in rural communities in Alberta (2011/2012). In addition, government is supporting the Alberta *Rural Physician Action Plan* (RPAP) to provide comprehensive and integrated programming to support the education, recruitment and retention of physicians for rural medicine practice. Each year, 20-30 residents are accepted into two rural-based family medicine residency programs funded by RPAP. (Health)
- **Implemented the *Career and Technology Studies* (CTS) program in all high schools by September 2010**. CTS programming in schools provides students, teachers and administrators with opportunities in which students can sample courses of interest or use courses to create focused pathways that lead to specialized skills, credentials or further education. The CTS program is organized into clusters comprising of: Business, Administration, Finance and Information Technology; Health, Recreation and Human Services; Media, Design and Communication Arts; Natural Resources and Trades; and Manufacturing and Transportation. (Education)
- **Implemented strategies to support students accessing post-secondary student aid.**
  - Implemented the *Repayment Assistance Plan*, an effective debt management tool to ensure student loan payments are in sync with graduates' earnings and family size.
  - Increased living allowances for married students and single parents.
  - Streamlined several operational policies and processes to make it easier for students to access student aid. (EAE)
- **Promoted the importance of planning and saving for post-secondary education by offering grants** through the *Alberta Centennial Education Savings Plan*. The plan provides $500 grants to newborns and $100 matching grants to children ages 8, 11 and 14. Between April 1, 2010 and March 31, 2012, approximately 101,300 grants were processed totaling $32,587,240 in contributions to eligible RESPs. (EAE)
- **Supported initiatives that make the transition to civilian life easier for Canadian Forces members** with military credentials hoping to work in the trades in Alberta. Alberta currently recognizes the Certificate of Military Achievement as an equivalent to a trade certificate in 10 construction trades and supports the *Helmets to Hardhats Canada* initiative, which helps Canada's soldiers transition to a career in civilian life (**http://tradesecrets.alberta.ca/experiencedworkers/recognized-trade-certificate**). (EAE)
- **Released *Connecting the Dots: Aboriginal Workforce and Economic Development in Alberta* in 2011**. The report's recommendations are focused on increasing collaboration with Aboriginal governments and other stakeholders to ensure Aboriginal people receive the education, training and access to opportunities needed to fully participate in the workforce (**http://eae.alberta.ca/betw**). (AR, EAE)

DEVELOP

A HIGH PERFORMANCE WORK ENVIRONMENT

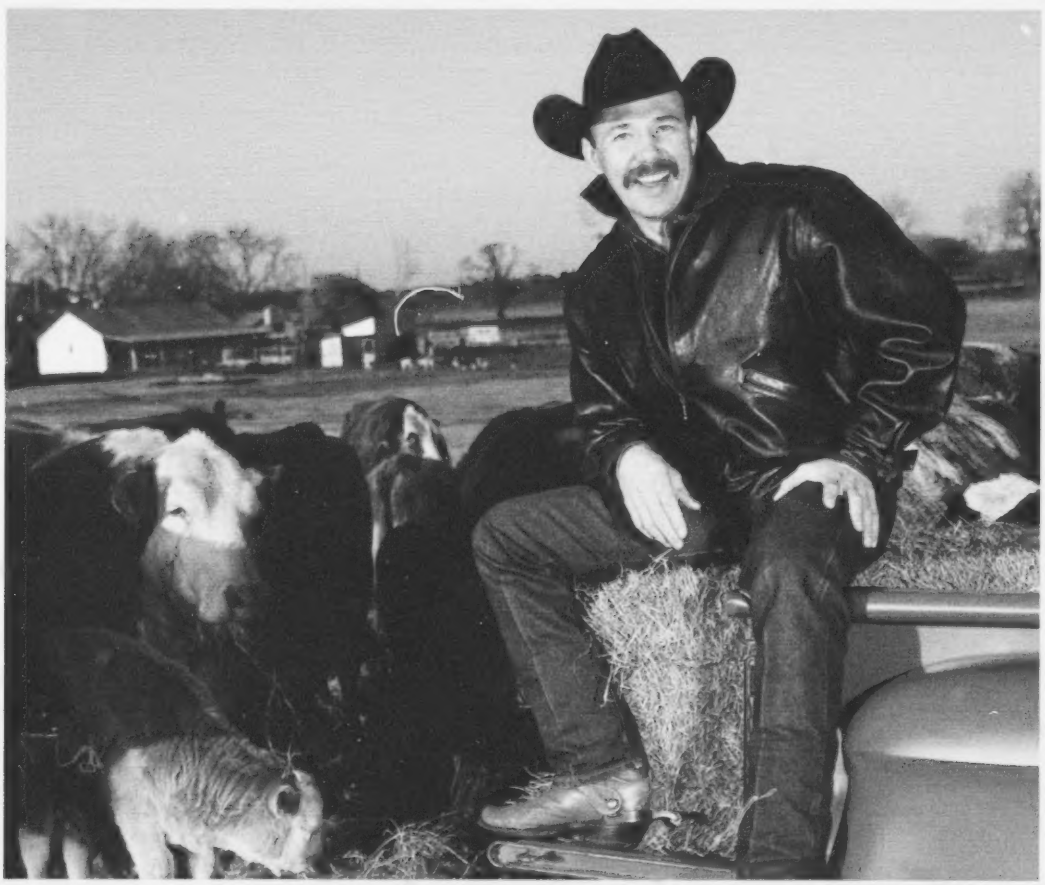
Goal: Alberta adopts all the characteristics of a high performance economy, such as increased capital investment, technology adoption, innovative best practices and production process improvements.

HIGHLIGHTS

- Completed Lean initiatives[2] with the health and non-profit sectors. (EAE, Health, HS)
- Worked with Productivity Alberta to deliver sessions to promote productivity improvement. (EAE)
- Released a multi-point plan to achieve greater occupational health and safety accountability and transparency. (HS)

[2] *Lean is an approach used to evaluate service delivery in a workplace to improve processes and procedures. The goal of Lean initiatives is to eliminate workplace waste, variation and work imbalance.*

- **Coached agri-food processing and primary agriculture clients on key labour force issues** through the *Agriculture Workforce Development Program* with human resource best practices in recruitment and retention as well as productivity improvement opportunities. For example, 26 companies and the Alberta Food Processors Association were engaged in assessments for automation, process improvement and lean manufacturing. Outcomes are expected to include an increase in worker productivity and retention through reduced worker turnover. (ARD)
- **Promoted Lean initiatives with the health and non-profit sectors.**
  - Process improvement projects were funded at three hospitals in Edmonton. Significant savings of time and costs were achieved leading to increased operational productivity and efficiency of hospital staff. One hospital reduced their patient wait times in emergency by 10 per cent and another hospital reduced the number of patients leaving without being seen by 53 per cent.
  - The Big Brothers and Big Sisters of Edmonton initiative demonstrated a 65 per cent reduction in overtime banked hours, a 21 per cent decrease in overall processing time from application to matching, a 25 per cent increase in application volume and 125 per cent improvement in matching overall.
  - The Distress Centre of Calgary's initiative resulted in a more efficient volunteer recruitment process by reducing the number and length of forms by 30-50 per cent and changing procedures, which freed up 150 person hours, an equivalent approximately to 22 full work days. (EAE, Health, HS)

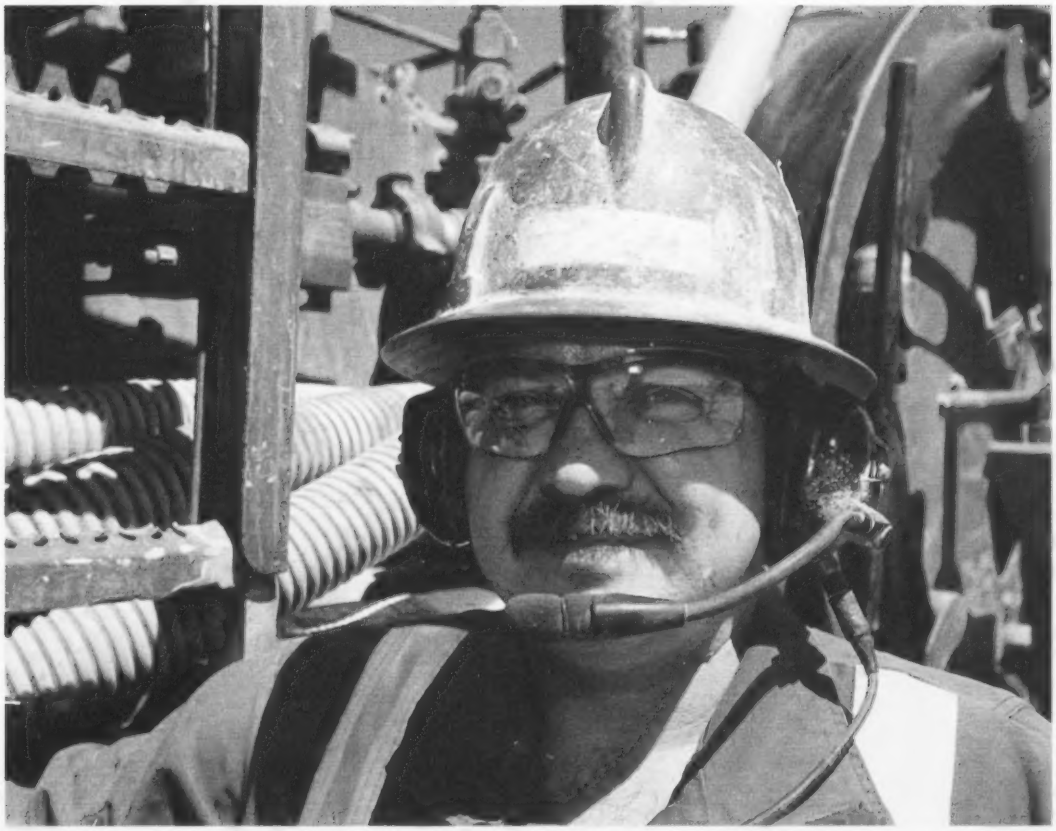


- **Worked with Productivity Alberta to deliver sessions to promote productivity improvement** and enable industry to use best practices through the agency's on-site evaluations, Lean 101 seminars, coaching and training in lean methodologies.
  - To strengthen Productivity Alberta, in October 2011, it was moved from a government entity to a private, not-for profit company to enable a greater role for industry, as well as better use and access to Productivity Alberta resources and services. The Board of Directors is comprised of senior leaders from some of Alberta's most innovative and productive companies from a variety of sectors across industry.

  - An online toolkit was developed to provide connections to ICT programs and services and effective adoption of ICT (**www.productivityalberta.ca/tools/ICT**). (EAE)

> "We started implementing things we learned at each workshop. We found it so revolutionary; we put everything in place that we learned to the best of our abilities right away. And we've already seen positive results.
>
> Productivity Alberta took feedback on how they can be even more valuable, change it up a bit with what they learned with this pilot project and what the participants learned, all targeted to the construction industry. And it doesn't end with the course. We all agreed to keep Productivity Alberta up-to-date as part of the mandate to keep us committed."
>
> Dwayne, participant in Productivity Alberta's ICT Adoption Pilot Program
> January to April 2012

- **Developed a web-based Productivity Improvement Initiative for agriculture producers and processors** containing resources and programs to help them remain competitive through increased efficiencies and technological capabilities (**www1.agric.gov.ab.ca/$Department/deptdocs.nsf/all/cbd13043**). (ARD)
- **Released a multi-point plan to achieve greater occupational health and safety accountability and transparency.** Initiatives completed include updating compliance and enforcement procedures (**http://humanservices.alberta.ca/documents/WHS-OHS-OP-F024.pdf**), posting the safety records of Alberta companies online (**http://humanservices.alberta.ca/working-in-alberta/employer-records-search.asp**), hiring additional OHS officers and piloting weekend and evening worksite inspections. (HS)



- **Expanded the series of publications entitled, *HR Strategies for Employers*,** to include *Thinking About Layoffs? What You Need to Know Before Letting People Go*, which is available on online at: **www.alis.alberta.ca/hrseries**. Approximately 18,000 publications from the series were distributed in 2011, in addition to the use of online versions. Complementary to the publications, employer workshops were also developed for:
  - Finders Keepers: Employee Recruitment Strategies
  - Make a Good Match: Employee Selection Strategies
  - Skills by Design: Employee Development Strategies
  - Beyond Pay & Benefits: Employee Retention Strategies
  - Better Balance, Better Business: Employee Work Life Balance Strategies
  - Let's Talk: Resolving Workplace Conflicts (HS)
- **Implemented strategies to reflect priority actions identified in the Alberta Competitiveness Council's report, *Moving Alberta Forward*** that deal with increasing employment of under-represented groups, removing barriers for the employment of workers from other parts of Canada and abroad and undertaking an employer-supported training project (2011). The Council's report may be retrieved at: **http://eae.alberta.ca/economic-development/competitiveness.aspx**. (EAE)

RETAIN

Goal: Enhanced community and work attractiveness leads to more workers remaining engaged in Alberta's labour force.

HIGHLIGHTS

- Provided information on Alberta and programming to immigrant newcomers, including language assessments, counselling and referral services to language and employment training opportunities. (HS)
- Raised awareness of the value of hiring persons with disabilities amongst employers through the *Viable Calgary* initiative. (HS)
- Released *Engaging the Mature Worker: An Action Plan for Alberta* in 2011. (EAE)

- **Developed a new ALIS online resource targeted to mature workers and counselors** who work with older workers to help them find and maintain work (**http://alis.alberta.ca/matureworkers**). The web tool provides a wide range of online information and resources and helps job seekers and workers address issues such as ageism, interview skills, working with younger staff, health and safety and more. (EAE, HS)
- **Funded employment training programs across the province for mature workers in communities with less than 250,000 people under the *Targeted Initiative for Older Workers* (TIOW).** TIOW is a shared federal-provincial initiative that provides employment assistance services and activities, such as skills upgrading and work experience, to unemployed older workers aged 55 to 64 living in vulnerable communities.
  - 492 mature workers participated in projects located in Lethbridge, Medicine Hat, High River/Okotoks, Airdrie, Olds, Red Deer, Rocky Mountain House, Camrose, Fort McMurray, Westlock/Barhead/Athabasca, Grande Prairie and Jasper. (HS)

> "I enjoyed the extra support and sharing of common concerns. It was great to have the facilitator so interested in my success. I would recommend the project to anyone my age no matter what type of occupation they had in the past."
>
> TIOW participant
> Camrose, April 2012

> "I liked being in with people your own age and knowing that we were all in the same boat. Program helped to build my self-esteem. Course was very helpful and Diane did a wonderful job. Learned a lot from other people in the session and made me think of different ways to obtain employment."
>
> Debra, TIOW participant
> Camrose, April 2012

> "I have renewed confidence and have been empowered. This course, the instructors and other participants were amazing... This course was so much more than a career course. It gives an older worker the edge, confidence and skills to rejoin the workforce in a valued and appreciated way."
>
> Joanne, TIOW participant, Career by Design
> Rocky Mountain House, March 2012

> "Interaction with people and self-assessment has increased my confidence and assured me that I am still very employable and have marketable skills and I'm getting quite excited to be getting back into an office."
>
> Sandra, TIOW participant, Career by Design
> Rocky Mountain House, March 2012

- **Provided funding to support the *Summit on the Mature Workforce*,** held in Calgary on February 6-8, 2012. Approximately 160 participants attended. Workshops included Knowledge Transfer, Collaborative Workplaces, The Miracle Tool and Developing an Older Workforce Strategy. The winners of the 2012 Best Employers Awards for 50+ Canadians were announced at the Summit. Winners were Altagas, Bethany Care Society, Wal-Mart Canada and Seven Oaks Hospital (Winnipeg). (HS)
- **Held an Aboriginal Gathering and Dialogue** in February 2012 with the City of Edmonton and the Office of the Federal Interlocutor. The Gathering brought together 133 Aboriginal and non-Aboriginal organizations including governments, service organizations and businesses, to renew efforts to improve the quality of life for Aboriginal people in Edmonton. (AR)
- **Provided information on Alberta and programming for immigrant newcomers.**
  - Including funding for English language assessment centres to provide language assessments, counselling and referral services to language and employment training opportunities. More than 43,000 newcomers received services from these assessment centres.
  - The newcomers to Alberta, including their family members and dependents, represent 170 countries. (HS)
- **Served 300 clients annually through Immigrant Bridging Programs,** which provide Canadian employment skills for immigrant professionals and assist them with technical upgrading to meet certification requirements. Examples include the Centre for Newcomers' immigrant bridging program for professional accountants, the Calgary Catholic Immigration Society's electrician upgrading and certification program and the technical upgrading program for engineers. (HS)
- **Sponsored 27 workshops on workplace diversity for approximately 300 representatives from various Alberta employers.** These workshops were developed to engage employers and enhance their ability to integrate and retain immigrants. They also aim to raise awareness of the value immigrants and newcomers bring to the workplace and the benefits of a diverse workplace in improving business opportunities locally, nationally and globally. (EAE)

- **Raised awareness of the value of hiring persons with disabilities amongst employers through the *Viable Calgary* initiative.** The development of workforce inclusion plans was facilitated for 12 associations. Three effective practice forums were held for two industry associations and 26 employers. The initiative received recognition for their efforts by winning the Premier's Council Award of Excellence as part of the 2010 International Day of Persons with Disabilities. This award celebrates a person, team or organization that has helped create a barrier-free, inclusive environment in the workplace. (HS)
- **Created Employee Attraction Retention Networks (EARN)** to connect employers to information, resources and networking opportunities to discuss local labour attraction and retention issues. Creative, collaborative, local solutions to labour market needs developed in seven locations in Central Alberta. (HS)
- **Led a cross ministry partnership with Alberta Transportation, Alberta Education and the school-bus industry** to implement Recommendation #5 of the School Bus Safety Report to "recruit qualified and skilled bus drivers." Successful collaboration of three ministries and the school bus industry aims to improve public perception of bus drivers and the occupation, attract and retain skilled bus drivers and improve school bus safety through the recruitment of skilled and qualified bus drivers. The partnership won the 2011 Teamwork's Award from Alberta Transportation. (HS)
- **Worked with the Regional Economic Development Alliances (REDAs) to enhance regional immigration information.** This included auditing each REDA website for immigration content and overall usability; meeting with stakeholders to understand their newcomer/labour force needs and plans; and providing tailored reports that could be executed as a project plan to create targeted, regional immigration-focused web-content. (EAE)
- **Worked with the Alberta Urban Municipalities Association to develop a strategy and tools to help integrate and welcome newcomers into communities.** Tools include online resources, testimonials and information related to inclusive communities and workshops (**http://wic.auma.ca/Newcomers**). (EAE)
- **Held a Boot Camp for Mature Workers** on February 22-23, 2012 in Calgary. The event was attended by 414 participants and 46 career coaches. By the end of the boot camp, 83 per cent of participants indicated they were knowledgeable about effective job search tools, compared to 41 per cent pre-event. (HS)
- **Released *Engaging the Mature Worker: An Action Plan for Alberta in 2011* (www.eae.alberta.ca/matureworkers).** The plan includes actions on working with employers, mature workers and other partners to:
  - Retain mature workers by developing age-friendly work environments, offering flexible work arrangements and phased retirement options.
  - Collaborate on tools for succession planning.
  - Support mature workers who want to continue working by offering employment and career services and post-secondary educational options.
  - Create greater public awareness of changing expectations for older workers.
  - Revise retirement programs and pension policies to support mature workers choosing to remain in the labour force. (EAE)

SUCCESS STORY

JOB SEARCH BOOT CAMP

Posted on:
www.facebook.com/CalgaryJobsFeed on Wednesday, August 1, 2012 at 8:47a.m.

Angela Martin landed her dream job after upgrading her skills and attending an Alberta Works Job Search Boot Camp.

Angela Martin was looking to get back into Petroleum Land Administration earlier this year after 25 years of working in two other industries. A lot had changed over the years, including the need for a formal education. Angela took the Petroleum Land Administration course at SAIT and had been looking for a job for three months when she was invited to the Alberta Works Job Search Boot Camp. Angela found the information and advice she received at the boot camp to be invaluable. She made changes to her resume and cover letter plus she started using networking techniques that she learned to find hidden jobs. Many jobs in the petroleum industry are never advertised to the public. Angela got two interviews and a job offer quickly after revising her resume and cover letter. Angela now has her dream job working for a large Calgary energy company. For those struggling to find a job, Angela says "Stay positive, have faith and persevere, even through the emotional down times." At a Job Search Boot Camp, Angela said she learned that perfecting your resume and cover letter, as well as tailoring them to each job you are applying for, results in interviews and attaining employment.

FUTURE PRIORITIES

INFORM

- Develop a Registered Nurse and Licensed Practical Nurse Ambulatory Care workforce demand model and Continuing Care workforce demand model to help with health workforce forecasting. (Health)
- Partner with Construction Owners Association of Alberta to develop the Oil Sands Information Labour Market Analysis Projection (OILMAP) model, a tool that will be used to project workforce supply and demand for Alberta's oil sands industry. (EAE)
- Continue to develop innovative methods, such as the Workforce on Wheels (WOW) project, to match job seekers with employment opportunities across the province. (HS)

ATTRACT

- Produce a U.S. labour supply study to determine best areas for recruitment in the U.S. for occupations in demand in Alberta, including occupations in the oil and gas, construction and engineering sectors. (EAE)
- Develop and launch an improved employer section on **www.albertacanada.com/immigration**, with information, support and resources for Alberta employers on finding, hiring and retaining international workers. (EAE)
- Generate industry and employer awareness of the TFW Annex pilot. In addition to steamfitters and pipefitters, the pilot now includes six more skilled occupations: carpenters, millwrights/industrial mechanics, estimators, heavy duty equipment mechanics, ironworkers and welders. (EAE)
- Launch the Immigration Help Centre, an online, interactive self-service resource that will provide comprehensive information on immigration to potential immigrants to Alberta. The site will provide 24/7 access to information and resources like videos, tutorials and testimonials to support people through all stages of the immigration process – from pre-arrival to settlement. (EAE)

DEVELOP

- Enhance transfer between educational institutions, creating mechanisms to achieve a more seamless transition from Alberta high schools and between certificate, diploma and degree programs. (Education, EAE)
- Develop *Strengthening Hope*, a 3-year bursary pilot to improve high school completion rates for pregnant teens attending Braemar School in Edmonton and Louise Dean School in Calgary. (Education, HS)
- Explore the development of a new competency-based credential, equivalent to completion of high school, which leads to employment and further education and training. (EAE, Education, HS)

- Implement the *Provincial Dual Credit Strategy* which will target school jurisdictions, post-secondary institutions, business and industry to expand their collective effort to develop engaging and relevant learning experiences for high school students. The strategy will enable students to earn credits in high school and post-secondary institutions at the same time. (Education, EAE, HS)
- Implement the *Industry Champions Initiative* to encourage industry sector leaders to increase the number of apprentices they hire and train. The initiative will target the oil and gas employers, construction employers, labour providers and industry associations. (EAE)
- Develop an action plan for literacy and essential skills awareness and training for adult Albertans. (EAE, HS)
- Develop an Urban Aboriginal Framework to implement a coordinated provincial approach to address urban Aboriginal issues. (AR)
- Develop a youth workforce strategy to help increase the participation of youth in Alberta's workforce. (EAE)
- Develop an Aboriginal workforce strategy to help increase the participation of First Nations, Métis and Inuit in Alberta's workforce. (EAE)
- Negotiate a Long-Term Arrangements Agreement with the Métis Settlements, which includes developing strategies designed to strengthen Métis participation in the province's workforce and economy. (AR)
- Expand training of medical students outside of Edmonton and Calgary by developing a model for distributed course delivery, increasing opportunities for rural clerkship placements and identifying rural placements for residency places (with the Rural Physician Action Plan). (Health, EAE)
- Strengthen investment and develop new programs to build on entrepreneurial training and activity in Alberta to help improve productivity growth and innovation. (EAE)
- Collaborate with Productivity Alberta to develop an interactive online toolkit for employers on workplace training. (EAE)

RETAIN

- Develop an interactive website and print materials to support mature Albertans to prepare for the financial and non-financial aspects of retirement and older age, including financial planning, working and volunteering, lifestyle planning, healthy aging, timing of retirement, advanced planning/estate planning and social supports. (Health)
- Partner with federal and territorial ministers responsible for seniors to develop resources targeted at employers to encourage the recruitment, retention and support of mature workers. Materials will include a workplace charter, a checklist to assess how age-friendly the organization is and a pamphlet outlining the benefits to hiring and retaining mature workers. (Health)
- Provide continued support for employment training programs for mature workers under the *Targeted Initiative for Older Workers* for contracts extending from April 2012 to March 2014. (HS)
- Develop new publications on succession planning and employee retention as part of the *HR Strategies for Employers* series available on the Alberta Learning Information Service website (**www.alis.alberta.ca/successionplanning**). (HS)

PERFORMANCE MEASURES

The Government of Alberta is committed to monitoring and reporting on the success and progress of BETW. Success is measured broadly in terms of three overall outcomes: more workers, better trained workers and innovative work environments.

The earlier sections of the *BETW Report on Performance* provide many innovative examples of achievements under the BETW themes – Inform, Attract, Develop and Retain. Performance measures for the broader BETW outcomes also tell a very positive story.

MORE WORKERS

The number of people employed, which includes anyone working for pay or in self-employment, is a key indicator of labour market performance. If an economy is adding jobs, it usually signals that business conditions are good. If an economy is losing jobs, it often indicates a slowing economy. Between 2006 and 2011, employment in Alberta increased by more than nine per cent, despite higher than usual unemployment during the economic slowdown in 2009/2010. Through 2011 alone, employment grew by 3.9 per cent, the highest growth rate in Canada – accounting for more than half of all new jobs created in Canada.

Interprovincial migration slowed during the economic downturn, with Alberta seeing a net increase of 2,194 migrants in 2009 and 4,616 in 2010. As the economy strengthened through 2011, net migration rose to 19,141, and through the first quarter of 2012, Alberta has already seen a net increase over 13,000. The strong economy in the province has historically resulted in Alberta being the greatest beneficiary of interprovincial migration.

Immigration to the province continues to be a significant factor in growing our workforce. Alberta has a target of attracting 10 per cent of all new immigration to Canada. In recent years, Alberta has exceeded this target, with 32,643 immigrants arriving in 2010 (11.6 per cent) and 30,941 immigrants arriving in 2011 (12.4 per cent). Temporary Foreign Workers (TFWs) also help to ease labour force pressures when qualified Canadians are not available. 58,200 TFWs were part of Alberta's workforce in 2011.

While the migration and immigration numbers will always be subject to the cyclical nature of the economy and labour force, both will continue to be an important source of labour, particularly as the population ages.

BETTER TRAINED WORKERS

Alberta places a high value on education and training, and in 2011, the high school completion rate of students within five years of entering Grade 10 was reported as 79.6 per cent – just below Alberta Education's 2011-12 Business Plan target of 80.5 per cent and on track to reach the 2012-13 Business Plan target of 81 per cent.

Training and post-secondary education will be increasingly important in tomorrow's workforce. As of 2011, 61.5 per cent of 25 to 64 year olds held post-secondary degrees, diplomas or certificates – including apprenticeship completion.

INNOVATIVE WORK ENVIRONMENTS

Innovation and productivity are key to making the economy and businesses more competitive. Many employers are increasing their productivity through training, automation and making process changes. The result is that Alberta's labour productivity, measured by real GDP per hour worked, continued to be the highest among the provinces at $48.10 in 2011 – compared to the Canadian average of $42.30.

BETW PERFORMANCE INDICATORS, TARGETS AND FORECASTS

The following performance measures tables provide indicators, targets and forecasts that help determine whether the BETW strategy is on track. They show:

- Baseline data from 2006 when BETW was released.
- Current 2011 data – five years into implementation of BETW.
- Government of Alberta Business Plan targets for the 2012-13 fiscal year.
- Targets and forecasts for 2016 – the 10-year anniversary of BETW's release.

BETW Performance Measures Tables

Outcomes	Indicator	Baseline Data 2006	Status 2011	2013 GOA Targets	2016 GOA Target
Improved supply of appropriately skilled, knowledgeable workers in the province	Employment	1,880,000[i]	2,094,100	2,199,900	2,324,200
	International immigrants arriving in Alberta	19,330[ii]	30,941[iii] 12.4% of total immigration to Canada	10% of total immigration to Canada	10% of total immigration to Canada
Highly skilled, educated and innovative people	High school completion rate within 5 years of entering Grade 10	75%[iv]	79.6%	81%	82%[v]
	Albertans aged 25-64 who have completed post-secondary education	58%[vi]	61.5%	62%	64%
High performance work environments that can make maximum use of innovation and technology	Labour productivity – total economy (real GDP per hour worked) and interprovincial rank	$47.70[vii] #1	$48.10 #1	Alberta's labour productivity will continue to be the highest in the country.	

Key Assumptions for 2016 targets:

- Alberta's economy will continue to grow and create new jobs.
- Long-term labour and skill shortages are expected to persist.
- Alberta's labour force is aging and population growth will be increasingly dependent on migration.
- There are limits to which under-represented groups can increase the total labour force supply.
- There is a need for increased productivity to enhance Alberta's competitiveness and overall prosperity and to reduce the demand for labour.
- The majority of new jobs will require some level of post-secondary education and/or job-related skill training.
- Alberta is increasingly becoming a knowledge-based economy and the labour force development strategy must not only focus on Alberta's current needs, but future needs.
- Effective labour force planning will continue to shape Alberta's workforce and economic prosperity, often through challenging and changing conditions.

SUPPLEMENTAL INFORMATION

Additional statistics

	Baseline Data 2006	Current Status 2011	2012-13 Targets	2016 Target
Number of new apprentices (5 year average)	13,886[viii]	18,889	Alberta's apprenticeship system will respond to industry's demand for new apprentices	

Forecasts – Some potential labour force pools

	Baseline Data 2006	Current Status 2011	2012-13 Targets	2016 Target
Aboriginal off-reserve labour force	65,500[ix]	83,900	87,160	92,300[x]
Net interprovincial migration	41,707[xi]	19,100	17,000	18,000[xii]
Federal Temporary Foreign Worker Program	22,454[xiii]	58,228[xiv]	Not forecasted	Not forecasted

CONCLUSION

The *BETW Report on Performance 2010-2012* is part of a series of reports demonstrating Alberta's solid progress in addressing labour force issues. Together, they provide a wealth of information to government and its partners on what is working well.

Ongoing evaluation and sharing information with partners and stakeholders in all sectors is a vital element in improving outcomes for labour force development. The Government of Alberta is committed to continuing to work with its partners and will continue to report on progress made by the province in developing a strong workforce.

Efforts in the next year will focus on recruitment supports for employers, engaging youth, improving participation of First Nations, Métis and Inuit people in the workforce, improving labour productivity, retaining workers and increasing investments in literacy and essential skills training for adult workers – all of which will contribute to Alberta's continued growth.

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[i] Statistics Canada Labour Force Survey. December 2005

[ii] Citizenship and Immigration Canada. 2005 (Revised)

[iii] The increase in immigration to Alberta is largely due to the influx of economic immigrants from over 130 countries. The economic prospects and opportunities in Alberta in recent years was a major factor in attracting more immigrants to the province.

[iv] Alberta Education 2003-04

[v] This target has been adjusted from the original stretch target of 90% to 82% based on an expected increase in completion rates of just over 1% per year.

[vi] Alberta Advanced Education and Technology, Statistics Canada Labour Force Survey 2005

[vii] In May 2012, Statistics Canada revised Alberta's 2005 labour productivity from $40.55 to $47.70.

[viii] Alberta Advanced Education and Technology. 5-year average 2005

[ix] Statistics Canada Labour Force Survey. December 2005

[x] The economic downturn of 2009-2010 resulted in a decline in the Aboriginal labour force, impacting the forecast for the future.

[xi] Alberta Finance 2005

[xii] The Alberta Treasury Board and Finance target for net interprovincial migration was reduced, reflecting anticipated economic growth of traditional source provinces and fewer people leaving those provinces to find work.

[xiii] Alberta Human Resources and Employment 2005

[xiv] Citizenship and Immigration Canada, Facts and Figures 2011: Immigration Overview – Permanent and Temporary Residents, Summary Tables (preliminary). This statistic is the measure normally used to report the size of the temporary foreign worker population on December 1st of the reference year.

ISBN 978-1-4601-0698-3 (Print)
ISBN 978-1-4601-0699-0 (PDF)

Alberta
Government